

Terms of Reference for Consultancy Services:

Short-term Assignment of consultancy for development of Business and Fundraising Plan of SHUKOS 2021-2025

Project name:	Regional Capacity Development Network for Water and Sanitation Services (hereafter RCDN) “SHUKOS as CD service provider for PUCs and LGUs in Kosovo”
Title/Purpose:	Short-term Assignment of consultancy services for development of SHUKOS Business and Fundraising Plan 2021 – 2025”
Duration of Assignment:	Up to 14 days, two months
Contracting authority:	SHUKOS Nadire Vitija – Focal Point October 2021

SHUKOS is looking for an expert who will work closely with SHUKOS Staff, to develop the Business and Fundraising Plan of SHUKOS for the period 2021 – 2025.

1. Introduction

Water and Wastewater Works Association of Kosovo (SHUKOS) is a non-for-profit organization established, by 7 Kosovo's Regional Water Supply and Sewerage Companies. The Association operates according to NGO law (No.04 / L-57) has its own bodies, the Assembly and the Board of Directors, which consists of 7 Chief Executive Officers of 7 Regional Water Companies. SHUKOS is a co-ordinator between the Water Companies and Governmental Institutions, which cooperates with the National and International Associations, Local and International Donors and is a member of the IAWD / IWA Association based in Vienna and is also part of the Regional Capacity Development Network (RCDN).

The Water and Wastewater Works Association of Kosovo has received financing for a Grant titled “SHUKOS as CD service provider for PUCs and LGUs in Kosovo ” in the frame of the project Regional Capacity Development Network (RCDN) for Water and Sanitation services in SEE commissioned from the German Federal Ministry of Economic Cooperation and Development (BMZ) and Swiss State Secretariat for Economic Affairs (SECO), and it is administratively embedded in the GIZ Project “Open Regional Fund for Southeast Europe - Modernization of Municipal Services (ORF MMS)”. The project “Regional Capacity Development Network (RCDN) for Water and Sanitation Services” connects local government units (LGUs), public water utilities (PUCs) and their associations from South East Europe (SEE) to work together on developing capacities in the water and sanitation service (WSS) sector.

As a partner association in frame of the RCDN Project, SHUKOS in its Annual Work Plan has foreseen to develop Business and Fundraising Plan 2021 – 2025 that alignment with the 1st Grant objective implemented by SHUKOS:

- **further increasement the institutional capacities of SHUKOS.**

This document will be developed as an immediate need given that SHUKOS has already developed the Strategic Plan and has defined its objectives and mission until 2025 which lacks a good financial plan that would guarantee the achievement of the set objectives but also due to the fact that SHUKOS Business Plan has only been until 2020.

2. Aim of the assignment

The overall objective of this assignment is to prepare a Business Plan clearly outlining the future development of the association and the way how to get there.

The specific objectives of the assignment are:

- a. To define the organizational management structure and skill sets available and identify gaps

- b. To define the running cost of the SHUKOS, broken down to the cost per services including services and training
- c. To define the market and the potential customers for the current or future services that SHUKOS is offering
- d. Describe the business model, including fund raising strategy for the next 3-5 years
- e. To work out the appropriate costing, including a portion for core funding, for each services provided
- f. Project realistic incomes from the services as conferences, trainings, workshops and other activities
- g. Project the time to reach the break-even status from the present funding and donor support (funds) required till then
- h. Provide organizational management structural modification and new skill set (if required) to meet the requirements of the business plan

3. Scope of Work

Based on the objectives the consultant(s) will be required to provide an analysis of the present scenario and develop a detailed business, costing plan and fund-raising strategy that is expected to provide overall direction to the SHUKOS operations making it sustainable, efficient and growth oriented in the long run. The plan should be time bound and show clear achievable targets within defined timelines. The Business Plan to have the following sections at the minimum:

- a. Executive summary
- b. Analysis of the services offered
- c. Analysis of the organizational strategic objectives, skill sets, running cost (broken to each service) and gaps thereof
- d. Analysis of the market and potential customers
- e. Comparative advantage
- f. Business Model and description of operation/s for each service
- g. Costing for each service
- h. Modified organizational management structure & new skill sets
- i. Projection of business returns over 4 years
- j. Financial/funding needs till break-even status (Fundraising Strategy)

The plan should also have a section on general guidance and preparation of an annual budget, 4-year projections of the following statements:

- Projected income statement
- Projected cash flow statement
- Projected balance sheet.

A risk assessment, financial ratios and key performance indicators such as break-even, turn-around time, profitability ratios, payback period in order to have a better understanding of the financial and operational performance. A realistic sale forecast including prices, sale volume, timing, etc.

4. Description of the Assignment

The expected end product of this assignment will be a (1) complete Business Plan including the fundraising strategy clearly detailing tasks and responsibilities of each actor within the systems; (2) a financial and operational plan; (3) and a plan for measuring performance and impact of the system based on the sections listed above.

5. Duration of the Assignment

The above deliverable must be completed within 14 working days over a duration of 2 months from the start date with the following time-line (based on one consultant or consultancy company): Starting on 27 October 2021 and ending no later than 27 December 2021.

Deadline	Activity	Working Days	Deliverable
29 October 2021	Selection of Consultant	/	Signed Contract
08 November 2021	Start of consultancy – Include meetings with SHUKOS Staff and desk research	3	Minutes of meeting
22 November 2021	Delivery of the first product	3	1 st Draft of the Business Plan 2021 -2025
26 November 2021	Mid - term meeting with SHUKOS staff	2	Minutes of meeting
17 December 2021	Delivery of the final product in both language Albanian & English	4	2 nd Draft of the Business Plan 2021 -2025
23 December 2021	Presentation of the Business Plan to the board and staff of SHUKOS	2	Power Point Presentation

6. Qualifications/Selection Criteria

- BA or MA degree in economy, social science, administration, management or relevant area;
- Minimum 7 years of experience in design and / or development of business plans preferred for NGOs
- Highly motivated and committed to the values of transparency and integrity;
- Excellent knowledge and understanding of socio-economic of the country;
- Excellent written and spoken skills in Albanian and English;
- Excellent research, analytical and communication skills, both oral and written;
- Experience in sector would be a definite asset.
- Experience in networking at national and regional (SEE) level.

The ideal Consultant will have knowledge of and/or proven expertise in:

- Familiarized with the Water Sector in Kosovo and function of SHUKOS in this sector.

7. Application Process

In order to be considered for assessment, proposal must be received in electronic form not later than **25 October 2021**, at e-mail address info@shukos.org with copy to the Training and Professional Development Manager of SHUKOS Mrs. Nadire Vitija: nadire.vitija@shukos.org with subject: ***Nomination of Consultant for Business and Fundraising Plan of SHUKOS for the period 2021 – 2025***

The proposal has to be submitted in English. The proposal should contain the following sections:

- Presentation of the candidate and its suitability for assignment,
- Brief description of understanding of assignment,
- Provision of candidate's CV and including a list of similar jobs/assignments,
- Consultancy fee per day.

Note: Travel and other relevant cost of consultant will not be covered by SHUKOS.